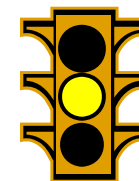




CUSTOMER SERVICE AND EDUCATION DIVISION DASHBOARD



STRATEGIC GOALS

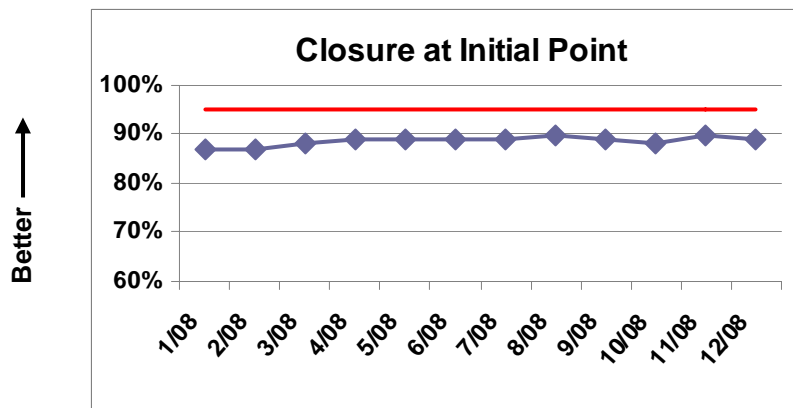
- II.** Foster a work environment that values quality, respect, diversity, integrity, openness, communication and accountability.
- III.** Sustain a high performance work culture utilizing staff development, technology, and innovative leadership and management strategies.

MEASURE:

Percent of telephone inquiries closed at initial point of contact.

Closure at Initial Point of Contact

Target: 95%



Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2008/09	89%	90%	89%	88%	90%	89%						
2007/08	87%	86%	86%	85%	87%	87%	87%	87%	88%	89%	89%	89%
2006/07	87%	87%	86%	89%	94%	88%	88%	88%	87%	87%	87%	87%

INITIATIVES: *Improve staff training and knowledge*

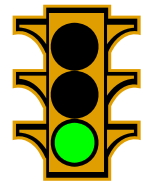
COMMENTS:

Initiatives	Milestones
<i>Increase knowledge level of phone agents to answer member questions and reduce escalated calls to program areas.</i> <i>Increase call monitoring to meet call center industry standards to improve quality and call closure rate.</i>	<ul style="list-style-type: none">By 12/31/08, provide second level health benefit training to 2/3 of our existing staff (complete).By 12/31/2008, provide one QA coach for each customer service unit in the contact center (complete).By 6/30/2009, improve call closure rate to 90%.By 6/30/2009, monitor and coach a minimum of ten calls a month for each agent.

- This dashboard is coded yellow. We anticipate further improvements as staff experience and knowledge increases.
- Additional QA (quality assurance) staff have been hired and trained to begin monitoring and coaching a minimum of ten calls per month beginning February 2009.
- We are partnering with other divisions throughout CalPERS to identify areas for improvement and training opportunities.



CUSTOMER SERVICE AND EDUCATION DIVISION DASHBOARD



STRATEGIC GOALS

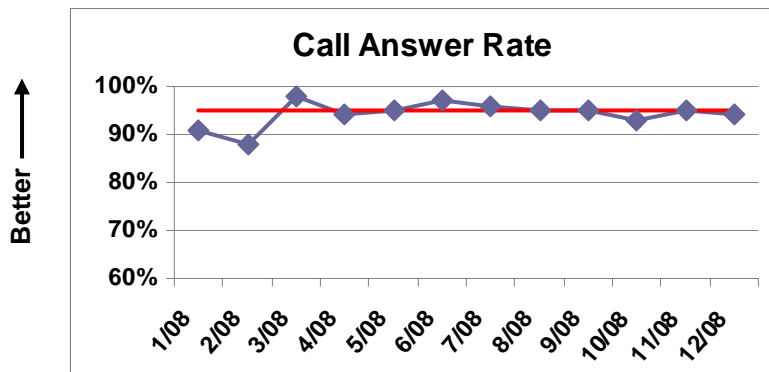
V. Provide sustainable pension benefit products and services responsive to and valued by members, employees and stakeholders.

MEASURE:

Answer before the caller abandons call, due to wait time.

Call Answer Rate

Target: Answer 95% of calls received.



Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2008/09	96%	95%	95%	93%	95%	94%						
2007/08	87%	75%	69%	75%	84%	86%	91%	88%	98%	94%	95%	97%
2006/07	88%	89%	80%	84%	94%	94%	97%	92%	92%	92%	95%	90%

INITIATIVES: *Improve Customer Service*

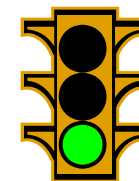
COMMENTS:

Initiatives	Milestones
Increase customer service training opportunities for phone agents without negatively impacting services levels.	<ul style="list-style-type: none">By March 31, 2008 complete an Individual Development Plan marketing campaign for staff to provide all staff with an opportunity to update or revise their plan.

<ul style="list-style-type: none">This dashboard has been green for four consecutive quarters.In the coming months, we plan to provide additional customer service training opportunities for phone agents without negatively impacting service levels.We answered 23,000 more calls in 2nd quarter 2008-09 than in the 2nd quarter of 2007-08, due to improved service levels.



CUSTOMER SERVICE AND EDUCATION DIVISION DASHBOARD

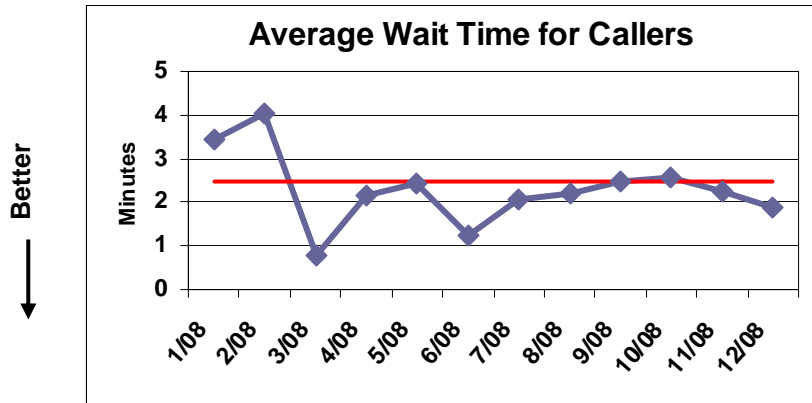


STRATEGIC GOALS

V. Provide sustainable pension benefit products and services responsive to and valued by members, employees and stakeholders.

MEASURE:

The length of time the callers wait for an agent after leaving the Interactive Voice Response (IVR) system and entering the queue.



Average Wait Time

Target: Answer calls within a monthly average of 2 minutes and 30 seconds.

Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2008/09	2:04	2:10	2:28	2:10	2:25	1:52						
2007/08	6:55	10:49	13:10	10:19	7:37	6:08	3:25	4:03	0:47	2:10	2:25	1:15
2006/07	6:29	5:42	10:30	7:34	3:53	3:37	2:37	4:50	5:10	5:04	3:04	5:39

INITIATIVES: *Improve Customer Service*

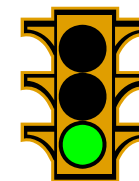
Initiatives	Milestones
Increase customer service training opportunities for phone agents without negatively impacting services levels.	<ul style="list-style-type: none">By March 31, 2008 complete an Individual Development Plan marketing campaign for staff to provide all staff with an opportunity to update or revise their plan.

COMMENTS:

- This dashboard has been green for four consecutive quarters.
- In the coming months, we plan to provide additional customer service training opportunities for phone agents without negatively impacting service levels.
- We answered 23,000 more calls in 2nd quarter 2008-09 than in the 2nd quarter of 2007-08, due to improved service levels.



CUSTOMER SERVICE AND EDUCATION DIVISION DASHBOARD



STRATEGIC GOALS

V. Provide sustainable pension benefit products and services responsive to and valued by members, employees and stakeholders.

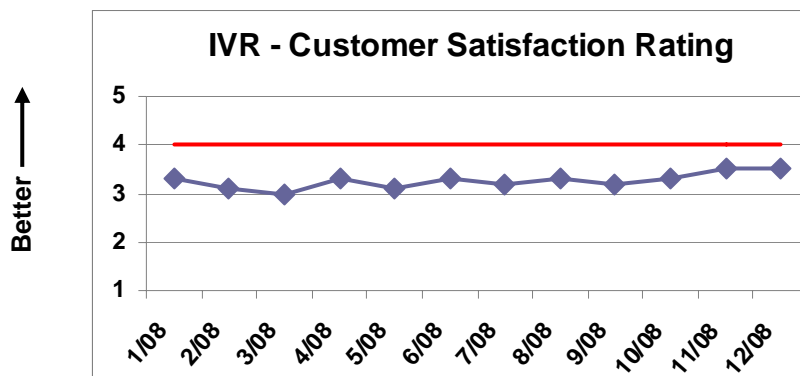
VI. Administer pension benefit services in a customer oriented and cost effective manner.

MEASURE:

Overall customer satisfaction rating for the Interactive Voice Response (IVR) system.

IVR Customer Satisfaction Rating

Target: 4.0 (average).



Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2008/09	3.2	3.3	3.2	3.3	3.6	3.5						
2007/08	3.1	3.2	3.3	3.0	3.0	2.9	3.3	3.1	3.0	3.3	3.1	3.3
2006/07	3.3	3.3	3.2	3.3	3.4	3.3	3.3	3.4	3.3	3.3	3.3	3.3

INITIATIVES: *Improve Customer Service*

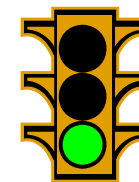
Initiatives	Milestones
<i>Evaluate and improve the IVR system so it is more user friendly for members.</i>	<ul style="list-style-type: none">By December 31, 2009, in conjunction with implementation of the PSR project, provide member authentication on the IVR.By December 31, 2009, conduct an analysis to identify the selections on the IVR system that are no longer utilized by the callers and eliminate them.By December 31, 2009, streamline the IVR system to reflect choices that are valued by our members.

COMMENTS:

- A new customer satisfaction survey card was implemented in November 2008. The new survey card has a revised rating scale, space for brief comments, and a system is in place to document the feedback.
- We are monitoring the feedback to establish a new baseline.



CUSTOMER SERVICE AND EDUCATION DIVISION DASHBOARD



STRATEGIC GOALS

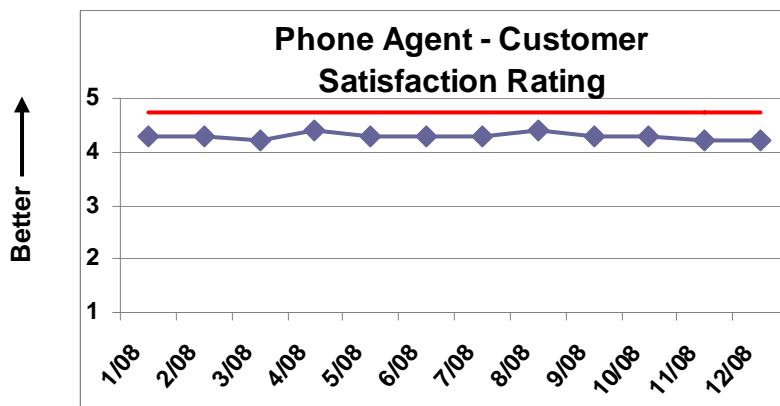
V. Provide sustainable pension benefit products and services responsive to and valued by members, employees and stakeholders.

MEASURE:

Customer satisfaction rating for phone agent services.

Phone Agent Customer Satisfaction Rating

Target: 4.7 (average)



Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2008/09	4.3	4.4	4.3	4.3	4.2	4.2						
2007/08	4.3	4.4	4.3	4.3	4.2	4.1	4.3	4.3	4.2	4.4	4.3	4.3
2006/07	4.3	4.3	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.4	4.3	4.4

INITIATIVES: *Improve Customer Service*

Initiatives	Milestones
<ul style="list-style-type: none">Improve agent customer service skills through formal training and professional coaching.Improve average customer rating for the "timely and efficient processing" factor.	<ul style="list-style-type: none">By 9/30/2008, enhance the customer satisfaction rating scale (complete).By 12/31/2008, provide one QA coach for each customer service unit in the contact center (complete).By 6/30/2009, monitor and coach a minimum of ten calls/mo. per agent.By 6/30/2009, improve the number of agents who average 95% or above QA scores from 60% to 75%.

COMMENTS:

- A new customer satisfaction survey card was implemented in November 2008. The new survey card has a revised rating scale, space for brief comments, and a system is in place to document the feedback.
- We are monitoring the feedback to establish a new baseline.